



**Report to the Senior Executive Council,  
Department of Defense**

## **FINANCIAL AUDIT STRATEGY TASK GROUP**

### **Report FY04-2**

- **Recommendations related to integrated strategies for resourcing, communications and governance within the Department to achieve a clean audit opinion**

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**December 2004**

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**FINANCIAL AUDIT STRATEGY  
TASK GROUP REPORT**

**TASK**

This DBB Task Group was formed in support of the Department of Defense (DoD) goal to achieve a clean financial audit opinion by 2007. Specifically, this Task Group was asked to provide recommendations on an approach for the Department with respect to the financial audit process and governance. Given the size of the DoD, the complexities of the financial management issues, and the need to mobilize a large internal and contracting workforce to conduct the audit, the Department sought to understand whether the appropriate processes were in place to facilitate the audit process. This report represents the findings and the advice of the Defense Business Board (DBB) on this topic.

The Terms of Reference (TOR) assigning this task to the Board requested recommendations related to the following specific topics:

1. Planning process;
2. Staff development and training;
3. Roles and responsibilities in an audit;
4. Change management/culture change required;
5. Internal and external communications strategy.

Task Group Chairman: William Phillips

Task Group Members: Neil Albert, Robert Hale, James Kimsey, Andrew Siegel

Task Group Sponsors: Deputy Chief Financial Officer, DoD

Task Group DoD Liaison: Gene Reardon, Office of Inspector General for  
Auditing, Jonathan Witter, USD(Comptroller) Accounting and Financial  
Policy Analysis Directorate

Task Group Executive Secretary: Kelly S. Van Niman

## **PROCESS**

During the initial discussions with the Task Group Sponsor, and based on the input of the Task Group Liaisons, it was agreed that the Task Group would narrow its focus to develop recommendations benchmarked on private sector best practices related to the following deliverables:

1. **Resourcing:** A strategy for ramping up and training staff; funds management;
2. **Communications:** A strategy to communicate, internally and externally, key audit themes;
3. **Roles and Responsibilities:** Recommendations with respect to the interaction between DoD management and external auditors, and the role of an “audit committee.”

The Task Group gathered background information on the financial audit process by attending Industry Days hosted by the Department of Defense/Inspector General (DoD/IG), and through discussions with individuals in the DoD/IG and Comptroller organizations. Task Group also conducted several best practice interviews with individuals in the public and private sectors who have responsibility for their organization’s financial audit process, as well as leaders in the accounting community. The DBB extends its sincere gratitude to the following organizations for their insights and guidance to the Department:

- Department of Energy
- Department of Homeland Security
- Government Accountability Office (GAO)
- United States Coast Guard
- Pennsylvania State Deputy Auditor
- Capitol One
- LCC International
- KPMG
- PricewaterhouseCoopers

Unlike the private sector where the audit process is part of the daily business culture throughout the company, the Department’s senior management will face a significant challenge raising the visibility and priority for a financial audit process and the associated requirements, i.e., funding for auditing systems and personnel staffing. To be successful, other government agencies stressed the need to have a

## **Defense Business Board**

single official with responsibility and authority to direct needed actions. And a common success theme shared by those in the private and public sectors was the need to ensure communication and coordination among the external auditor, and the Chief Financial Officer (CFO) organizations at headquarters and in the field.

In general, the Task Group found much to applaud about how the Department is approaching the financial audit process. However, greater participation by the DoD/IG in defining business rules, and linkage across the Department between individual performance and reaching incremental goals to support a clean audit opinion were seen as critical to the Department's success. See the attached Task Group report for detailed observations from these interviews.

## **RECOMMENDATIONS**

The following are highlights of the Task Group's recommendations. Detailed recommendations can be found in the attached report.

- Create an integrated strategic plan
  - Focus on intermediate goals
- Step up communications effort
  - Secretary of Defense involvement
  - Clear, simple themes to “sell” audit
- Align people and money to the plan
  - Centralize management of funds to support audit preparation and audits
  - Synchronize resources to strategic plan
- Improve audit governance process
  - Create senior advisory group to help “sell” audit

Respectfully submitted,

William R. Phillips  
Task Group Chairman

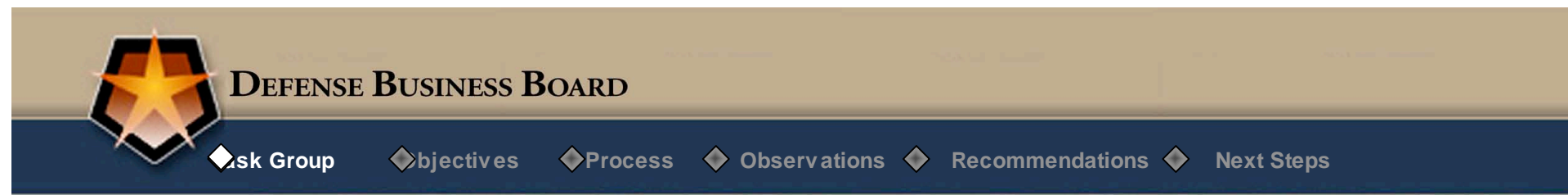
Attachment: Financial Audit Strategy Task Group Final Presentation



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# **Financial Audit Strategy Task Group**

**Final Report  
December 2004**



### **DBB Task Group**

Bill Phillips (Task Group Chairman)

Neil Albert

Bob Hale

Jim Kimsey

Andrew Siegel

Kelly Van Niman (DBB Deputy Director)

### **DoD Liaisons**

Gene Reardon, Office of Inspector General, Department of Defense, Auditing

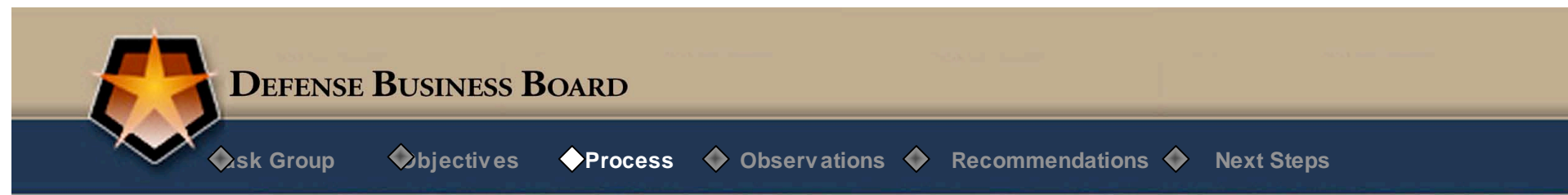
Jonathan Witter, OUSD (Comptroller), Accounting and Financial Policy and  
Analysis Directorate

*In support of DoD's goal to achieve a clean audit opinion by 2007, the DBB was asked to develop recommendations benchmarked on best practices related to the following:*

**Terms of Reference Objectives**

1. *Resourcing:* A strategy for ramping up and training staff; funds management
2. *Communications:* A strategy to communicate, internally and externally, key audit themes
3. *Roles and responsibilities:* Recommendations with respect to the interaction between DoD management and external auditors, and the role of an "audit committee"





- **Background info gathered at Industry Days held by DoD/IG**
- **Interviewed individuals in the DoD/IG and OUSD/(Comptroller)**
- **Interviews with sources possessing financial audit expertise:**

**Public Sector**

- Department of Energy
- Department of Homeland Security
- GAO
- U.S. Coast Guard
- Pennsylvania State Deputy Auditor

**Private Sector**

- Capital One
- LCC International

**Accounting Community**

- KPMG
- PWC

- Observations from Private Sector Interviews
- Observations from Public Sector Interviews
- Task Group Observations on the DoD Process



### **Observations from Private Sector Interviews**

- Audit is part of business culture – a year-round, constant process
- Focus is on internal controls first – they drive internal staffing and external hiring (auditors) requirements and costs
- Communication and coordination among external auditor, CFO organization at headquarters and the field are essential to success
- Sarbanes-Oxley requirement for two audits is driving up costs and stressing already scarce resources
- Audit firms concerned about finding necessary quantity/quality staff
  - DoD must show commitment before they will hire/train
- Audit firms concerned about independence & impact on future work
- Audit firms rely on CFO organization/audit teams to do extensive preparation work (schedules and data)
  - DoD doesn't have this audit team

### Observations from Public Sector Interviews

- Senior Departmental leaders and Congress must be convinced that audit money is well spent
- Success can depend on having a single official with the responsibility and authority to direct needed actions
  - Must balance and justify operational and audit requirements
- General reliance on internal team(s) rather than formal audit committee
  - HQ team comprised of CFO rep, field CFOs, external auditors
  - Teams replicated throughout the organization/field (include operational/program reps)
  - Teams must meet regularly (weekly during peak season)
- Competition can be used to create incentives; results are tracked



### **Task Group Observations on the DoD Process**

- CFO, DoD/IG and GAO cooperating and addressing issues faced by other agencies who have already undergone financial audits
  - Comptroller's business rules under the Financial Improvement Initiative clearly define roles and responsibilities and provide discipline and governance to Comptroller's audit plan (see Appendix A for summary) but DoD/IG has not agreed with all aspects as written by Comptroller.
- DoD has made considerable progress to date
  - It can all fall into place with proper leadership/attention from the top
  - DoD has not adequately lobbied Congress for financial resources to support the full audit process (both preparation and actual audits)
  - Risk DoD may engage in heroic efforts to "create" clean opinion on FY07 FSs. This is ultimately of little real value for the cost incurred.
- Concerned that audit will be last priority since entity is paying for audit and entity's audit plan is not tied to the entity's balanced scorecard or individual/manager performance measures

## Major Recommendations

## Highlights

- Create an integrated strategic plan
  - Focus on intermediate goals
- Step up communications effort
  - SECDEF involvement
  - Clear, simple themes to “sell” audit
- Align people and money to the plan
  - Centralize management of funds to support audit preparation and audits
  - Synchronize resources to strategic plan
- Improve audit governance process
  - Create senior advisory group to help “sell” audit

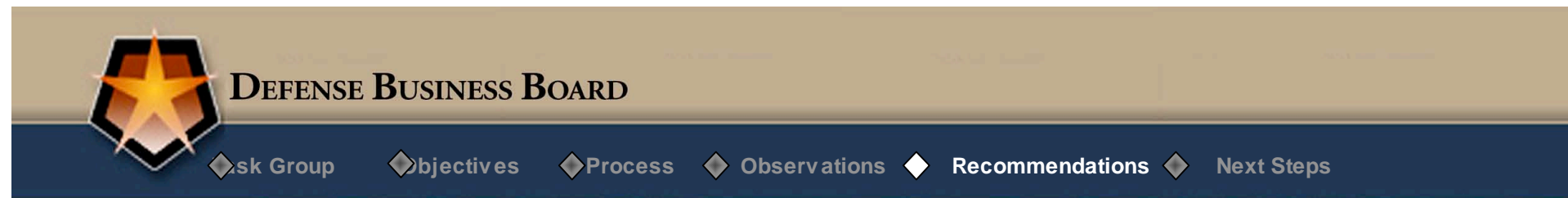
## 1. Develop An Integrated Strategic Audit Plan\* for the Entire Department. Critical Elements:

- **Set more realistic objectives**
    - Achieving an unqualified audit opinion (UAO) on all the 2007 financial statements is unrealistic
    - Plan should set achievable long-term goal but focus on intermediate goals and milestones
      - Intermediate goals should be of sufficient importance to convince Congress and others of progress
      - Examples of intermediate goals: Achieve UAO for a designated service; achieve UAO for a designated statement (e.g. Statement of Budgetary Resources); resolution of GAO documented material weaknesses
      - Highlight and leverage early successes
    - Coordinate objectives with internal and external stakeholders
- \* “Audit plan” refers to all aspects of achieving clean opinion, not just audit



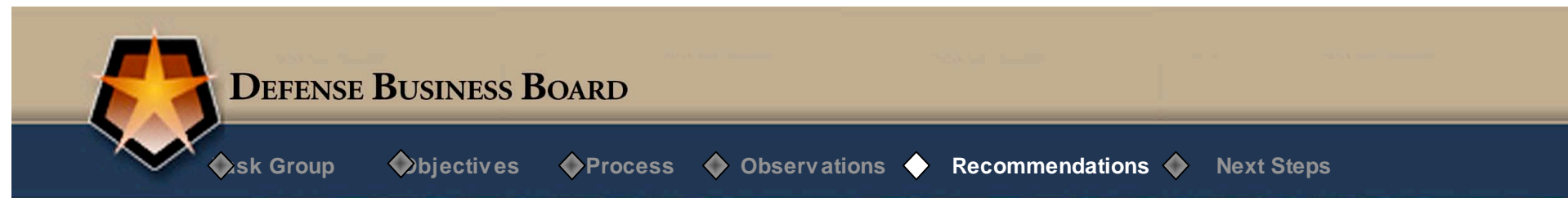
## 1. Strategic Audit Plan Critical Elements (continued):

- **Must be developed and executed jointly by the DoD IG and the USD (Comptroller):**
  - Must address all key aspects of the audit process including planning, resource allocation, preparation, execution, and the analysis of results
  - Must reconcile roles and responsibilities stated in proposed business rules (Appendix A)
  - Include set of performance/progress metrics
  - Need ongoing commitment to cooperation across the Department
  - Incorporate the communication plan with emphasis on importance and purpose of the audit
    - Requires significant attention to ongoing “selling” audit process at senior levels of the Department



## 1. Strategic Audit Plan Critical Elements (continued):

- **Manage and publicize compliance using red/yellow/green “stoplight” approach**
- **Share results on regular basis with Senior Leadership:**
  - Present to Service Secretaries and Agency heads as well as OSD
  - Tie to balanced scorecard
- **Align objectives of the Business Management Modernization Program (BMMP) and intermediate audit plan goals**
  - For initiatives associated with achieving a clean audit opinion



## 2. Step-Up Communications in Support of the Audit Objectives. Critical Elements:

- **Secretary of Defense should personally communicate the importance of the audit plan:**
  - Ask that he state importance in memos, testimony, speeches, and highlight success and milestone accomplishment along the way
  - Tie audit plans to President's Management Agenda, the Department's Balanced Scorecard, and BMMP
  - Drive performance through performance metrics, balanced scorecards and merit pay incentives

## 2. Communications Critical Elements (continued):

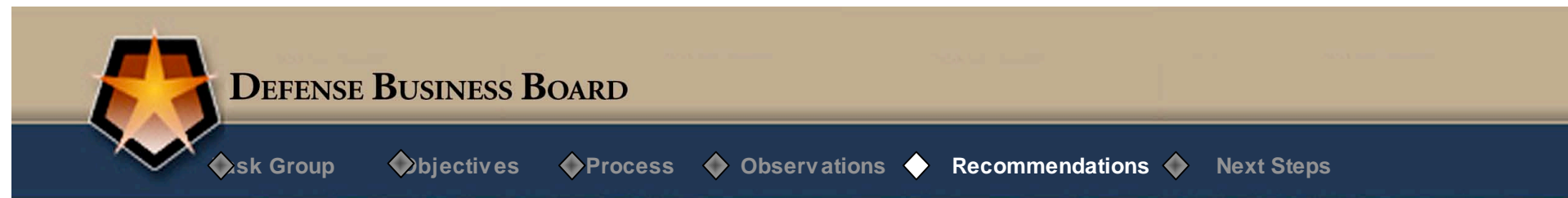
- **CFO should regularly communicate importance of audit plan:**
  - Develop two or three simple, convincing themes to sell the audit plan at all levels in the civilian and warfighting communities
    - Possible themes: “DoD must have clean audit to assure public that they are good stewards of funds”; “Process facilitates better financial information which in turn will lead to better management decisions; “Need to comply with the law”.
  - Use themes often and consistently in all communication vehicles
- **Establish an outside senior advisory group to help “sell” audit to stakeholders**
  - See Recommendation #4, “Improve Governance Process ” for details

### 3. Employ Smart Resource Planning. Critical Elements:

- **Look for flexibility to handle inevitable shifts in demand for audit services:**
  - Utilize staff sharing between IG and Service audit teams to build skills and process understanding (government personnel)
  - Leverage cross-training and coordinated assignments
- **Tie resource acquisition to the key milestones in the integrated strategic audit plan**
- **Manage workload to support gradual buildup of contractor audit workforce:**
  - Use contracts with options to manage buildup
  - If assessment/audit work not available, loan auditors to the Services/agencies to do correction work
- **Conflict-of-interest/independence issues to be managed on an on-going basis (Key job for DoD/IG Program Mgt Office)**

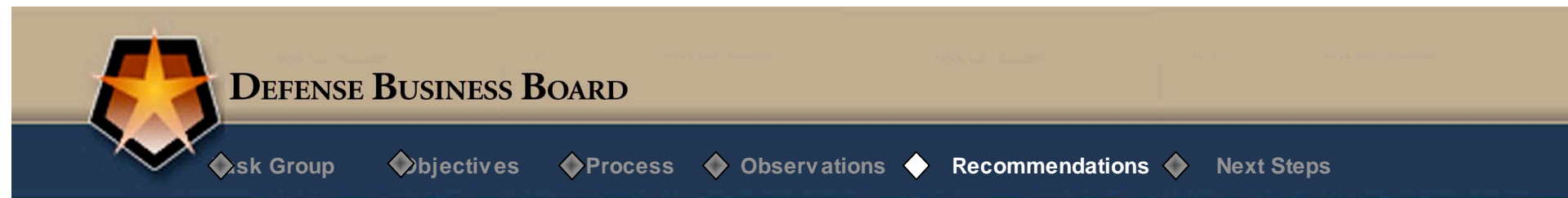
### 3. Resource Planning Critical Elements (continued):

- **Money – Ask Congress for authority to centralize the management of audit related funds within the USD (C):**
  - Facilitates management tradeoffs on audit related activities – facilitate smart investing of limited resources
  - Provides means to reward early successes by financially supporting activities
  - Helps eliminate spending where it won't yield required results
  - Funds for audit will not compete well within services
- **Offer merit pay incentives for on-time and early successes**



#### 4. Improve Governance Process. Critical Elements:

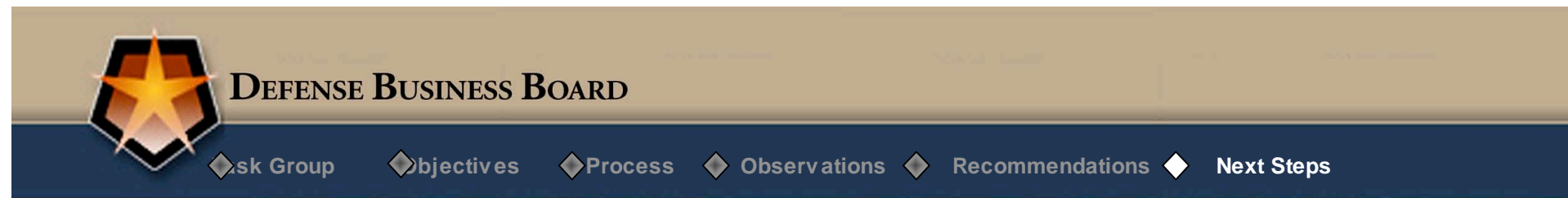
- **Establish an outside senior advisory group *to help “sell” audit:***
  - Very senior chair (lends credibility to effort) and members chosen for ties to groups that need to support the audit: Capitol Hill, Flag Officers, commercial audit firms
  - Objective: to help in communications with key stakeholders and to provide the DoD leadership with rapid professional advice on implementation challenges and long-term strategic guidance on audit-related plans and programs
  - DBB can help formulate charter, options to establish this group and suggest a list of potential members (See Appendix D for suggested charter and next steps)



#### 4. Governance Process Critical Elements (continued):

- **Elevate stature and composition of DoD Audit Committee**
  - Deputy Secretary as Chair (COO if created)
  - Principals' attendance required to emphasize and communicate necessary roles and responsibilities of DoD senior leadership





## Next Steps

- Present final report to Senior Executive Council (SEC).
- Present final report to the Secretary of Defense for approval and action.
- DBB will be available to support follow on tasks resulting from this report, such as guidance on the establishment of an outside senior advisory group.



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## Appendices



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## Appendix A

### Business Rules for Current Audit Process



## Financial Improvement Initiative - Proposed Major Phases

### PROPOSED DISCOVERY AND CORRECTION PHASE

#### Purpose

- Identify obstacles to unqualified audit opinion
- Prepare improvement plans with measurable solutions
- Complete corrective actions
- Prepare business case for and complete systems modifications (business case sent to Business Management Modernization Program office)

#### Roles/Responsibilities

- Entities/components develop and execute improvement plans, giving priority to most material impact
- Internal and external auditors provide consultation
- Management and entity audit committees monitor progress



**PROPOSED  
VALIDATION  
PHASE**

**Purpose**

- Validate corrective action
- Determine if sufficient controls & transaction info are available to support management's assertion that line item or statement is ready for audit or assessment first

**Roles/Responsibilities**

- Entity notifies IG of intent to validate and method (copy to OUSDC)
- IG may advise entity on validation methodology
- OUSDC notifies Review and Prioritization Subcommittee, which notifies Executive Steering Committee – if any concerns ESC conveys those to entity
- Entity's management responsible for review and may use internal auditors, internal management or external auditors
- Work may be used by IG if management says ready for audit/assessment



**PROPOSED  
ASSERTION  
PHASE**

**Purpose**

- Notify IG of validation of corrected deficiency and ready for audit

**Roles/Responsibilities**

- Entity's management prepares Assertion Letter / package and submits to IG, copy to OUSD(C) Review & Prioritization Subcommittee (RPS)
- Entity prepares engagement letter and management representative letter for IG
- IG makes determination whether to audit or assess; notifies RPS
- RPS reviews and prioritizes improvement plans, representation letters, IG recommendations and makes prioritization recommendations to ESC
- ESC approves assessment/audit required before IG, DoD obligates funds for assessment/audit contracts.



**PROPOSED  
ASSESSMENT  
PHASE**

**Purpose**

- Assess reliability of management's assertion
- Remediate deficiency, if found
- Accomplish audit steps outlined in Planning Phase and Internal Control Phase of the audit manual

**Roles/Responsibilities**

- ESC approves assessment
- IG or external auditor performs assessment
- External auditor writes report to management describing deficiencies, if any, and recommends remediation
- Entity may perform remediation if deficiency found, that would prevent an unqualified opinion
- IG will recommend when appropriate to move forward with formal audit



**PROPOSED  
AUDIT  
PHASE**

**Purpose**

- Obtain auditor's opinion on the condition of an entity's financial statement line or fairness of the presentation of the information in the financial statements

**Roles/Responsibilities**

- IG determines scope and nature of audit and associated reports
- IG oversight of IPAs
- With assistance of IG, components prepare engagement letters requesting audit services
- Components prepare interim management representation letters
- Components prepare final management representation letter
- IG will intervene if necessary to end the audit and recommend follow up assessment





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## **Appendix B**

### Current Communication Plan (before suggested changes)



## Financial Improvement Initiative Communications Strategy

### **CUSTOMIZED COMMUNICATION**

1. OUSD(C) meetings (3 days) with Military Departments to conduct bottom to top review of reporting processes, review previous audit weaknesses, examine potential portions of financial statements for near term audit, and build strong multi-lateral coalitions between stakeholders.

Participants include:

- Military Department Financial Management Offices
- Auditors from the Audit Agency of the Military Department
- Auditors from the Inspector General
- Accountants from the Defense Finance and Accounting Office

### **STATUS**

- |             |                               |
|-------------|-------------------------------|
| • Air Force | Complete                      |
| • Navy      | Complete                      |
| • Army      | Targeted for August/September |

2. Distribute Memorandums from USD(C) Reinforcing Need for Cooperation

### **STATUS**

- |                    |                    |
|--------------------|--------------------|
| • Army             | Complete           |
| • Navy             | Complete           |
| • Air Force        | Complete           |
| • Defense Agencies | Partially Complete |



## Financial Improvement Initiative Communications Strategy

### CULTURAL COMMUNICATION

Communicate and reinforce objectives and procedures in monthly audit committees.

#### STATUS

- Complete for audit committees currently operating.

### MASS COMMUNICATION

1. Annual Financial Reporting Conference

#### STATUS

- Planned for last week of July. Session dedicated to FII.

2. Central information portal/web site for distribution of information including policies, procedures, metrics, and progress.

#### STATUS

- Pending resource availability. Expect contract support to assist with implementation during September-October time frame.

3. Monthly electronic newsletter to communicate highly critical news.

#### STATUS

- Pending resource availability. Expected to implement in September.

4. Articles in periodicals (e.g. Armed Forces Comptroller and other DoD magazines) to communicate rationale and inspire commitment.

#### STATUS

- Target publishing first periodical in fall 2004.



DEFENSE BUSINESS BOARD

## **Appendix C**

### **Current Governance Process (before suggested changes)**



### DoD Audit Committee

- Members: 8 permanent members, 4 non-DoD federal officials (appointed by Chairperson for 2 year terms), representatives from DoD/IG and GAO (non-voting)

Permanent Members: USD (Comptroller)/CFO (Chair), USD (AT&L), USD (P&R), Director (PA&E), Director Defense Finance and Accounting Service, one senior representative from Army, Navy and Air Force as appointed by Service Secretary

- Reporting/Meetings: Reports to Deputy Secretary, meeting at least once to monitor progress and identify issues regarding the audit.
- Scope and Responsibilities: Internal control and compliance; Department performance; financial report of the Department; other responsibilities as requested by Department Head; communications responsibilities



## **DoD Audit Committee**

### **Scope and Responsibilities**

#### Internal Control and Compliance

- Review management's assessment of the effectiveness of the Department's internal control and security, including financial performance information systems, and consider the adequacy of management's assessment.
- Review management's assessment of compliance with laws and regulations and consider the adequacy of management's assessment.
- Review with management its plans and progress for correcting material internal control weaknesses and non-compliances and consider the appropriateness of such plans.
- Review with auditors any observations on internal control and compliance issues, including their planned work in these areas.



## **DoD Audit Committee**

### **Scope and Responsibilities**

#### Department Performance

- Review financial and program results and trends to measure performance and identify areas of risk or concern.
- Monitor implementation of plans for improving financial management processes and systems.



## **DoD Audit Committee**

### **Scope and Responsibilities**

#### Financial Report of the Department

- Become familiar with significant accounting and reporting issues of the Department.
- Review the process for selection of the external auditors.
- Review with management the financial statements and consider whether they are complete and consistent with known information.
- Review with management other sections of the Performance and Accountability Report and consider the accuracy, consistency, and completeness of the information.
- Review with management the results of the audit, including any difficulties encountered.





## **DoD Audit Committee**

### **Scope and Responsibilities**

#### Financial Report of the Agency (continued)

- Review the results of the independent assessment of those line items or financial statements that have been asserted as audit ready by management.
- Discuss with auditors and gain an understanding of:
  - their responsibilities, audit scope and approach,
  - the results of the audit, including any difficulties encountered and other relevant matters required by generally accepted auditing standards and government auditing standards, and
  - other recommendations to improve the Department's financial management.



## **DoD Audit Committee**

### **Scope and Responsibilities**

#### Other Responsibilities

- Periodically assess and update this charter, if necessary.
- Perform other activities related to this charter as requested by the Department Head.

#### Communications Responsibilities

- Provide an open avenue of communication between the auditors and the Secretary of Defense, or his or her designees.
- Promptly report to the Deputy Secretary of Defense any significant issues or developments that the committee believes warrant his or her immediate attention or ensure that he or she has been made aware of such matters through internal reporting mechanisms.
- Report annually to the Deputy Secretary of Defense on committee's activities and recommendations.



### Executive Steering Committee

- Members:  
Voting Members: Deputy CFO (Chair); Deputy Comptroller (Program/Budget); Director, Defense Finance and Accounting Service  
Non-Voting Members: Assistant Inspector General for Audit (advisor)
- Reporting: Reports to Under Secretary of Defense (Comptroller).
- Scope and Responsibilities: Review, approve, and prioritize those financial statement items that components assert are candidates for assessment and audit. It will also centrally help to plan and assess funding and evaluate requirements.



## Appendix D

### Key Points\* in Draft Charter for Financial Management Advisory Group

\* Draft written charter, which contains more detail,  
has been supplied to clients



## Mission

- Name
  - Financial Management Advisory Group (FMAG)
- Mission
  - Provide advice to DoD senior leadership on audit and financial management issues
  - Help DoD communicate the importance of achieving a clean audit opinion



## Specifics of Mission

- Meet periodically and receive briefings on status of financial and audit efforts
- Provide advice to senior DoD leaders on how best to improve financial management and achieve a clean audit opinion
- Recommend best ways to communicate importance of audit plan efforts



## Membership

- Chairperson
  - Recognized expert in the field of audit and financial management
- Up to eight additional members
  - Each member shall have substantial experience or commitment to improving financial management and auditability
  - Members shall be chosen so that FMAG represents or has contacts with groups critical to success (including Congress, senior financial leaders outside DoD, commercial audit firms, retired senior executives, retired flag officers)



## Operating Procedures

- FMAG shall meet at least three times a year in Washington, D.C. area
- Senior DoD participation
  - Efforts shall be made to permit SECDEF or Deputy to participate to some degree
  - Undersecretary (Comptroller) and Deputy Inspector General for Auditing shall participate substantially
  - Meetings shall involve senior Service FMs and their staffs





## Operating Procedures (con't)

- At each meeting USD(C), with input for Deputy for Audit, shall identify issues on which advice will be sought
- FMAG chairperson will guide discussion, or assign tasks, to ensure that advice is provided
- FMAG chairperson will also seek advice from members on areas that need attention
- FMAG will generally provide advice in verbal form.
  - No written reports unless specifically requested
- FMAG has no operational responsibility
  - Not a Sarbanes-Oxley committee
- USD(C) will provide needed funding and designate a member of comptroller staff to act as Executive Director



## Structure of Financial Management Advisory Group

- Option 1: (separate Federal Advisory Committee, i.e., FACA)
- Option 2: (Task Group of Defense Business Board)
- Option 3: (Hire individuals as independent consultants)



## Next Steps in Creation of FMAG

- USD(C), with Deputy for Audit, revises charter
- USD(C), with Deputy for Audit, creates list of possible names
  - DBB can assist
- USD(C) secure approval to establish FMAG
- USD(C), and Deputy for Audit, secure agreement of potential members
- SecDef charts group and issues formal invitations to members